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ASQ Certified Manager of Quality/Organizational Excellence Exam Sample Questions (Q419-Q424):

NEW QUESTION # 419

Which of the following statements are essential to understanding the theory of constraints?

- The system, similar to a chain, is only as strong as its weakest link.
- Not much improvement can occur until the weakest link is addressed.
- Success or failure is dictated by the interaction of the process with the system.
-

Once the weakest link is fixed, the system requires no further improvement.

- A. I, II, and III only
- B. I and II only
- C. I, II, and IV only
- D. I, II, III, and IV

Answer: A

NEW QUESTION # 420

A customer's supplier performance system requires suppliers to develop an improvement plan if they submit shipments containing multiple nonconformances. Which of the following elements should the customer require as part of those improvement plans?

- A. Tightened incoming inspections
- **B. Process audits at the supplier's facility**
- C. Independent confirmation of the nonconformance
- D. Root cause analysis

Answer: B

Explanation:

Process audits play a crucial role in supplier quality management. Here's why they are relevant:

* **Assessing Supplier Processes:** Process audits involve evaluating the supplier's processes, procedures, and practices. By examining how the supplier operates, the customer gains insights into the effectiveness of their quality control mechanisms.

* **Identifying Nonconformances:** During process audits, auditors look for deviations from established standards, including nonconformances. If multiple nonconformances are identified, they become key areas for improvement.

* **Root Cause Analysis:** While process audits may not directly include root cause analysis (RCA), they provide the necessary context for identifying root causes. Auditors can ask questions, review documentation, and observe practices to uncover underlying issues.

* **Verification of Corrective Actions:** As part of the improvement plan, the supplier must take corrective actions to address nonconformances. Process audits verify whether these corrective actions have been implemented effectively.

* **Continuous Improvement:** Process audits contribute to the supplier's continuous improvement efforts.

By identifying weaknesses and suggesting improvements, they help enhance overall performance.

In summary, process audits provide a comprehensive view of the supplier's operations, allowing the customer to address nonconformances and drive quality improvement. While root cause analysis is essential, it is often conducted separately based on the findings from process audits¹².

References:

ASQ Certified Manager of Quality/Organizational Excellence Certification Brochure. Retrieved from ASQ.

ASQ Certified Manager of Quality/Organizational Excellence Handbook, Fourth Edition. Russell T. Westcott (Editor). ASQ Quality Press. Link.

ASQ India. Manager of Quality / Organizational Excellence (CMQ/OE). Retrieved from ASQ India

NEW QUESTION # 421

Today, many organizations have reduced the number of managerial positions through restructuring while increasing the spans of control. The optimum span of control is increasingly determined by issues such as:

- **A. Amount of employees training and experience**
- **B. Strength of organization's culture**
- C. Complexity of hierarchy
- **D. Available resources**

Answer: A,B,D

NEW QUESTION # 422

Understanding leadership requires a fundamental understanding of organizations and the design factors that must be considered. The design of an organization is the formal framework for communication and authority, and is determined by:

- A. Centralization and complexity
- B. Formalization and centralization
- C. Formalization, centralization and outsourcing
- **D. Formalization, centralization and complexity**

Answer: D

NEW QUESTION # 423

Many executives believe now believe that decisions should be made by those people with the best information to make decisions, regardless of their level in the organization. More decentralization might be needed under one or more of the following conditions:

